

LEADERSHIP RESOURCE DIRECTORY

Introduction

Leadership has long been a popular topic, in part because effective and ethical leadership is crucial to public relations and all professions, groups, organizations, and countries. Indeed, tens of thousands of books and articles have been written about the topic, and leadership seminars and workshops are widespread.

But *leadership* is a complex term with diverse meanings and definitions, as evident in this robust literature. Some view leadership as a set of personality traits or characteristics. Some describe it as a set of technical, human, or conceptual skills. Others regard leadership as a particular style, while still others contend that leadership involves an exchange, or that it describes a particular process that occurs between leaders and followers. Increasingly, theorists and authors emphasize the importance of situations, contingencies, or organizational culture on leadership.

Peter Northouse (2007) identified some common components in these diverse definitions, suggesting that leadership is a *process* that incorporates *influence*, takes place in *groups*, and is *goal oriented*. He broadly defined leadership as “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, p. 3). This definition emphasizes the interactive and transactional nature of leadership, the importance of influence, and the group nature of goal attainment.

This resource directory is intended to provide students, teachers, researchers, and practitioners with sources for learning more about the fascinating topic of leadership. The directory is divided into two broad categories: *public relations leadership resources* and *general leadership resources*.

Entries in the public relations category are limited because there has been little research in this area in the profession. The Plank Center hopes to encourage more scholarship regarding leadership in PR by funding research grants, conducting seminars, and other approaches.

The general leadership category is more extensive and includes a variety of academic, management, and popular print and electronic resources. Nevertheless, entries in this category represent only a fraction of the thousands of resources available on the topic. Our choices for the directory are influenced by frequency of citations in the literature, various reviews and lists, and recommendations of scholars and professionals in a number of fields.

We welcome your suggestions for additions to the directory.

I. Public Relations Leadership Resources

Books

- Aspatove Books Staff. (2006). *Public relations leadership strategies: Leading CEOs on developing a leadership plan, making a direct financial impact, and adding value for a company*. Boston: Aspatove Books.
- Coffey, D. (1970). *The role of public relations in leadership*. Nampa, ID: Pacific Press Publishing Association.
- Dozier, D. M., with Grunig, L. A., & Grunig, J. E. (1995). *Manager's guide to excellence in public relations and communication management*. Hillsdale, NJ: Lawrence Erlbaum.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
- Grunig, J. E. (Ed.). (1992). *Excellence in public relations and communication management*. Hillsdale, NJ: Lawrence Erlbaum.
- Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. New York: Holt, Rinehart & Winston.
- Grunig, L. A., Grunig, J.E., & Dozier, D. M. (2002). *Excellent public relations and effective organizations*. Mahwah, NJ: Lawrence Erlbaum.
- Keller, W.B. (1982). *Public relations: Information practices perceived as ethical and unethical by college and university public relations/information officers in the Southeast*. Tuscaloosa, AL: University Press.
- Spicer, C. (1997). *Organizational public relations: A political perspective*. Mahwah, NJ: Lawrence Erlbaum.

Book Chapters

- Ehling, W. P. (1992). Public relations education and professionalism. In J. E. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 439-464). Hillsdale, NJ: Lawrence Erlbaum.
- Grunig, J. E. (1992). What is excellence in management? In J. E. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 219-250). Hillsdale, NJ: Lawrence Erlbaum.
- Grunig, L. A. (1992). Power in the public relations department. In J. E. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 483-501). Hillsdale, NJ: Lawrence Erlbaum.

Journal Articles

- Aldoory, L. (1998). The language of leadership for female public relations professionals. *Journal of Public Relations Research*, 10, 73-101.

- Aldoory, L., & Toth, E. (2004). Leadership and gender in public relations: Perceived effectiveness of transformational and transactional leadership styles. *Journal of Public Relations Research, 16*(2), 157-183.
- Berger, B. K., Reber, B. H., & Heyman, W. C. (2007). You can't homogenize success in communication management: PR leaders take diverse paths to top. *International Journal of Strategic Communication, 1*(1), 53-71.
- Berkowitz, D., & Hristodoulakis, I. (1999). Practitioner roles, public relations education and professional socialization: An exploratory study. *Journal of Public Relations Research, 11*, 91-103.
- Dozier, D. M., & Broom, G. M. (1995). Evolution of the manager role in public relations practices. *Journal of Public Relations Research, 7*(1), 3-26.
- Farmer, B. A., Slater, J. W., & Wright, K. S. (1998). The role of communication in achieving shared vision under new organizational leadership. *Journal of Public Relations Research, 10*, 219-235.
- Holtzhausen, D. R. (2000). Postmodern values in public relations. *Journal of Public Relations Research, 12*, 93-114.
- Lauzen, M. M. (1992). Public relations roles, intraorganizational power, and encroachment. *Journal of Public Relations Research, 4*, 61-80.
- Lesly, P. (1981). The stature and role of public relations. *Public Relations Journal, 37*(1), 14-17.
- Moynahan, John F. (2006). Qualities of Public Relations Leadership. *Public Relations Quarterly, 10* (1), 37.

II. General Leadership Resources

Academic Books

- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B.M. (1990). *Bass and Stodgill's handbook of leadership: A survey of theory and research*. New York: Free Press.
- Bass, B.M., & Riggio, R.E. (2006) *Transformational leadership (2nd ed.)*. Mahwah, NJ: Lawrence Erlbaum.
- Bryman, A. (1992). *Charisma and leadership in organizations*. London: Sage.
- Burns, J.M. (1978). *Leadership*. New York: Harper & Row.
- Chemers, M. (1997). *An integrative theory of leadership*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Civilla, J.B. (2003). *The ethics of leadership*. Belmont, CA: Wadsworth/Thomas Learning.

- Conger, J.A., & Kanungo, R.N. (1998). *Charismatic leadership in organizations*. Thousand Oaks, CA: Sage.
- Deetz, S.A., Tracy, S.J., & Simpson, J.L. (2000). *Leading organizations through transition*. Thousand Oaks, CA: Sage.
- Gardner, W., Avolio, B., Walumbwa, F. (2005). *Authentic leadership theory and practice: Origins, effects and development*. Oxford: Elsevier JAI.
- Gill, R. (2006). *Theory and practice of leadership*. Thousand Oaks, CA: Sage.
- Goethals, G.R., Sorenson, G.J., & Burns, J.M. (2004). *Encyclopedia of leadership*. Thousand Oaks, CA: Sage.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, CA: Sage.
- House, R.J., Hauges, P.J., Javidan, M., Dorfman, P.W., Gupta, V., & Associates (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Kanunga, R.N., & Mendonca, M. (1996). *Ethical dimensions of leadership*. Thousand Oaks, CA: Sage.
- Kotter, J.P. (1990). *A force for change: How leadership differs from management*. New York: Free Press.
- LaFasto, F.M.J., & Larson, C.E. (2001) *When teams work best: 6000 team members and leaders tell what it takes to succeed*. Thousand Oaks, CA: Sage.
- McWhinney, W. (1997). *Paths of change: Strategic choices for organizations and society*. Thousand Oaks, CA: Sage.
- Nelson, M. (1998). *The relationship between interpersonal communication and transformational leadership: Implications for contemporary leadership theory and practice*.
- Parry, K., Meindl, J. (2002). *Grounding leadership theory and research: Issues, perspective and methods*. Greenwich, CT: Information Age Pub.
- Pfeffer, J. (1992). *Managing with power: Politics and influence in organizations*. Boston, MA: Harvard School of Business.
- Schein, E. (1992). *Organizational culture and leadership (2nd ed.)*. San Francisco: Jossey-Bass.
- Senge, P.M. (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday.
- Stogdill, R.M. (1974). *Handbook of leadership: A survey of theory and research*. New York: Free Press.
- Yukl, G. (1998). *Leadership in organizations (4th ed.)*. New York: Prentice Hall.

Academic Book Chapters

Bryman, A. (1996). Leadership in organizations. In S.R. Clegg, C. Hardy & W. Nord (Eds.). *Handbook of Organization Studies* (pp. 276-292).

Academic Journal Articles

Avolio, B., Howell, J., Sosik, J. (1999). A funny thing happened on the way to the bottom line: Humor as a moderator of leadership style effects (in research notes). *The Academy of Management Journal*. 42(2). January 28, 2007 from JSTOR.

Blanchard, K. (2006). Elements of top performance. *Leadership Excellence*. 23(12). January 17, 2007 from ProQuest.

Bennett, J.B. (2003). Academics, politics, leadership, and hospitality. *Academic Leadership Online Journal*, 1(1). November 2, 2006 from <http://www.academicleadership.org>.

Burkhardt, J. (2002). Boundary-spanning leadership in higher education. *Journal of Leadership Studies*. 8(3). January 25, 2007 from Thomson Gale.

Burlingame, M. (1986). Three images of leadership in effective school's literature. *Peabody Journal of Education*. 63(3). January 27, 2007 from JSTOR.

Clifton, J. (2006). A conversation analytical approach to business communication: The case of leadership. *Journal of Business Communication*. 43(3). January 22, 2007 from Ebsco Host.

Deluga, R. (1988). The politics of leadership: the relationship between task-people leadership and subordinate influence. *Journal of Organizational Behavior*. 9(4). January 15, 2007 from JSTOR.

Dobbins, G. H., & Platz, S. J. (1986). Sex differences in leadership: How real are they? *Academy of Management Review*, 11, 118-127.

Hillman, S., Smith, G. (1981). Development of leadership capacities in children. *The Elementary School Journal*. 82(1). January 25, 2007 from JSTOR.

Howard, V. (1996). The aesthetic face of leadership. *Journal of Aesthetic Education*. 30(4). January 17, 2007 from JSTOR.

Jogulu, U., Wood, G. (2006). The role of leadership theory in raising the profile of women in management. *Equal Opportunities International*. 25(4). January 21, 2007 from ProQuest.

Karmel, B. (1978). Leadership: A challenge to traditional research methods and assumptions. *The Academy of Management Review*. 3(3). January 25, 2007 from JSTOR.

Kezar, A. (2002) Reconstructing state images of leadership: An application of positionality theory. *The Journal of Leadership Studies*. 8(3). January 25, 2007 from Thomson Gale.

Kezar, A. (2000). Pluralistic leadership: Incorporating diverse voices. *The Journal of Higher Education*. 71(6). January 18, 2007 from JSTOR.

- Lauzen, M., Dozier, D. (2005). Recognition and respect revisited: Portrayals of age and gender in prime time television. *Mass Communication & Society*. 8(3). January 16, 2007 from Ebscohost.
- Mendis, P. (2003) Teaching in the Information Age: Leadership Aspects of Integrated Learning with Technology in Democratic Environments. *Academic Leadership Online Journal*, 1(2). November 2, 2006 from <http://www.academicleadership.org>.
- Montoya, L., Hardy-Fanta, C., Garcia, S. (2000). Latina politics: Gender, participation and leadership (in symposium : Latino politics in the United States). *PS : Political Science and Politics*. (33) 3. January 28, 2007 from JSTOR.
- Pfeffer, J. (1981). Management as symbolic action: The creation and maintenance of organizational paradigms. *Research in Organizational Behavior*, 3: 1-52.
- Rafferty, A., Griffin, M. (2006). Refining individualized consideration: Distinguishing development leadership and supportive leadership. *Journal of Occupational and Organizational Psychology*. 79(1). January 21, 2007 from ProQuest,
- Smircich, L., Morgan, G. (1982). Leadership: The management of meaning. *Journal of Applied Behavioral Science*, 18: 257-273.
- Smylie, M. (1995). New perspectives on teacher leadership. *The Elementary School Journal*, 96(1). January 20, 2007 from JSTOR.
- Thatcher, M. (2005). Challenging the status quo in senior leader communication. *Strategic Communication Management*. 9(6). January 22, 2007.
- Wishniewski, M.A. (2004) Leadership in higher education: Implications for leadership development programs. *Academic Leadership Online Journal*, 2(1). November 2, 2006 from <http://www.academicleadership.org>.

Management and Business Books

- Bennis, W. (1993). *An invented life: Reflections on leadership and change*. Reading, MA: Addison-Wesley.
- Bennis, W. (2003). *On becoming a leader: The leadership classic – updated and expanded* (Revised ed.). New York: Perseus Publishing.
- Bennis, W., & Goldsmith, J. (2003). *Learning to lead: A workbook on becoming a leader* (3rd ed.). New York: Basic Books
- Costa, J.D. (1998). *The ethical imperative: Why moral leadership is good business*. Cambridge, MA: Perseus Publishing.
- Covey, S.R. (1990). *Principle-centered leadership*. New York: Fireside.
- De Pree, M. (1989). *Leadership is an art*. New York: Doubleday.
- Drucker, P.F. (2001). *Management challenges for the 21st century*. New York: Collins.

- Drucker, P.F. (2003). *The essential Drucker: The best of sixty years of Peter Drucker's essential writings on management*. (Reprinted ed.) New York: Collins.
- Drucker, P.F. (1993). *The practice of management* (Reissue ed.). New York: Collins.
- Galford, Robert M. (2002). *The trusted leader*. New York: The Free Press: A division of Simon & Schuster, Inc.
- Galford, Robert M. (2006). *Your leadership legacy: Why looking toward the future will make you a better leader today*. Boston: Harvard Business School Publishing.
- Gardner, H. (1995). *Leading minds: An anatomy of leadership*. NY: Basic Books.
- Kanter, R. (1977). *Men and women of the corporation*. New York: Basic Books.
- Kouzes, J.M. & Posner, B.Z. (2002). *The leadership challenge* (3rd Ed.) San Francisco, CA: Jossey-Bass.
- Maxwell, J. (1998). *The 21 irrefutable laws of leadership: Follow them and people will follow you*. Nashville, TN: Thomas Nelson Publishes.
- Peters, T. & Waterman, R.H. (1982). *In search of excellence: Lessons from America's best-run companies*. New York: Harger & Row.
- Phillips, D.T. (1992). *Lincoln on leadership: Executive strategies for tough times*. New York: Warner Bros, Inc.
- Roka, P. (2006). *Bhagavad Gita on effective leadership: Timeless wisdom for leaders*. Lincoln, NE: Pujan Roka.
- Thorton, P.B. (2006). *Leadership – Best advice I ever got*. New York: Wingspan Press.
- Useem, M. (2006). *The go point: When it's time to decide – Knowing what to do and when to do it*. New York: Random House.
- Wheatley, M. J. (2005). *Finding our way: Leadership for an uncertain time*. San Francisco: Berrett-Koehler Publishers.
- Yaverbaum, E. (2004). *Leadership secrets of the world's most successful CEOs: 100 top executives reveal the management strategies that made their company great*. Chicago, IL: Dearborn Trade Publishing.

Military Books

- Harper, G.P.P. & Johnson, W.B. (2004). *Becoming a leader the Annapolis way*. New York, NY: McGraw Hill.
- Kolenda, C. (2001). *Leadership: The warrior's art*. Army War College Foundation Press.
- MacArthur, D. (1964). *Reminiscences*. New York, NY: McGraw Hill.

Speeches

- Carty, Donald J. "The Importance of Leadership in Turbulent Times". Speech to American Chamber of Commerce. 7th Leadership Series Luncheon. 4 June 2002.

Clinton, William. "American Leadership and Global Change". U.S. Department of State Dispatch. 1 March 1993.

Panitchpakdi, Supachai. "American Leadership and the World Trade Organization". National Press Club. Washington D.C. 26 Feb 2004.

Web Sites

Association for Supervision and Curriculum Development
<http://www.ascd.org>

Center for Creative Leadership
<http://www.ccl.org/leadership/index.aspx>

Emerging Leader
<http://www.emergingleader.com>

INJOY
www.injoy.com

Ivey Business Journal
<http://www.iveybusinessjournal.com>

John Baldoni Consulting L.L.C. – Leadership Communications for the 21st Century
<http://www.johnbaldoni.com>

Center For Public Leadership - John F. Kennedy School of Government, Harvard University
<http://www.ksg.harvard.edu/leadership>

Wharton Center for Leadership and Change Management
<http://leadership.wharton.upenn.edu/welcome/index.shtml>

LeadershipNow – Building a Community of Leaders
<http://www.leadershipnow.com/leadingblog/index.html>

Legacee – Developing Transformational Leadership
<http://www.legacee.com/sitemap.html>

The Leader to Leader Institute
<http://www.leadertoleader.org/>

The weLEAD organization – Web Enhanced Leadership Education and Development
<http://www.leadingtoday.org/>